

Report to Strategic Priorities and Policy Committee

To: Chair and Members
Strategic Priorities and Policy Committee

From: Scott Mathers, MPA, P. Eng
Deputy City Manager, Planning and Economic Development

Subject: London Community Recovery Network – Recovery Funding
Business Cases

Date: June 22, 2022

Recommendation

That, on the recommendation of the Deputy City Manager, Planning and Economic Development, the report dated June 22, 2022, with respect to the London Community Recovery Network – Recovery Funding Business Cases **BE RECEIVED**; it being noted that there are three Business Cases for funding included in the report requiring a decision from the Municipal Council.

Further noting that Municipal Council authorized \$10 million to support social and economic recovery measures, and \$5.4 million was previously approved for LCRN ideas led by the City of London and partners, leaving \$4.6 million still available to be allocated.

Executive Summary

On March 22, 2022, Municipal Council Endorsed a proposed formal process for accessing Community Recovery Funding.

Civic Administration, more specifically, the Community Recovery Work Group, has supported the review, alignment with the LCRN and development of the four business cases for the consideration of Council for financial support.

This report includes the following four business cases for discussion and direction:

1. Appendix A: LCRN Business Case # 1: Estimating the Size of the Gig Labour Market in London and Area
2. Appendix B: LCRN Business Case # 2: London City of Music Expo
3. Appendix C: LCRN Business Case # 3: City of Music Conference and Events

Linkage to the Corporate Strategic Plan

The London Community Recovery Framework includes strong alignment with all key areas of focus under the City of London Strategic Plan:

Strengthening our Community:

- Londoners have access to the supports they need to be successful
- Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city

Building a Sustainable City

- London has a strong and healthy environment
- Londoners can move around the city safely and easily in a manner that meets their needs

Growing our Economy:

- London will develop a top-quality workforce
- London is a leader in Ontario for attracting new jobs and investments
- London creates a supportive environment where entrepreneurs, businesses and talent can thrive

Creating a Safe City for Women and Girls

- London has enhanced the potential for women and girls to live safe lives

Leading in Public Service

- The City of London is trusted, open, and accountable in service of our community
- Londoners experience exceptional and valued customer service

In addition, the London Community Recovery Framework aligns with the City of London's commitment to Anti-Racism and Anti-Oppression by intentionally seeking input from equity-deserving groups and by ensuring that contributions toward shared measures are inclusive and equitable for all Londoners.

Analysis

Background Information

1.0 Previous Reports Related to this Matter

- London Community Recovery Network – Recovery Funding Business Cases- June 7, 2022, SPPC
- London Community Recovery Network – Update on Municipally Funded and Community Initiatives – June 7, 2022, SPPC
- Access to City of London Funding for Social and Economic Recovery – London Community Recovery Network – March 8, 2022, SPPC
- London Community Recovery Framework – October 19, 2021, SPPC
- London Community Recovery Network – Community Led Ideas – Business Cases – May 18, 2021, SPPC
- London Community Recovery Network – Current Status and Next Steps, April 6, 2021, SPPC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CWC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 9, 2021, CPSC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, PEC
- London Community Recovery Network – Ideas for Action by Municipal Council, February 8, 2021, CSC
- London Community Recovery Network – Immediate Ideas for Action to Support London's COVID-19 Community Recovery – December 16, 2020, SPPC
- Covid-19 Financial Impacts – Update – June 23, 2020, SPPC
- Second Report from the Mayor's Economic and Social Impact and Recovery Task Forces – May 8, 2020
- Covid-19 Financial Impacts and Additional Measures for Community Relief, April 28, 2020, SPPC
- Homeless Prevention COVID-19 Response and Funding Overview, April 28, 2020, CPSC, Consent Item # 2.3
- Property Tax Deferral Options – April 14, 2020, CSC
- First Report from the Mayor's Economic and Social Impact and Recovery Task Forces, April 9, 2020

Discussion and Considerations

2.0 London Community Recovery Network – Framework

Early in the pandemic, London City Council established the London Community Recovery Network (LCRN) in partnership with leaders from London's public, private, non-profit, and institutional sectors and those representing communities that have experienced disproportionate impacts from COVID-19. The purpose of the LCRN is to work to drive a strong and inclusive recovery for London.

In the Fall of 2021, the LCRN came together to establish and adopt the LCRN Framework. Its purpose was to set out a common vision, focus areas, and shared measures for community recovery and renewal in London.

Specifically, the London Community Recovery Framework:

- Identifies a common vision for London's community recovery – a vision that includes economic and social aspects of recovery.
- Communicates three focus areas that will guide our recovery and renewal from the pandemic.
 - Investing in People
 - Driving Prosperity
 - Fostering Community
- Outlines shared measures to standardize the evaluation of London's progress towards community recovery and the common vision.
- Supports LCRN members' commitment to contributing to one or more of the recovery-focused shared measures through individual and collective efforts that enable community recovery in London.
- Commits to reporting regularly on London's community recovery efforts.

2.1 London Community Recovery Network – Recovery Funding

In 2020 and 2021, Council approved \$10 million to support social and economic recovery measures due to COVID-19. As of May 2022, Council has approved a number of business cases to support these measures for a total of \$5.4 million, leaving \$4.6 million still available to be allocated for support.

In March 2022, Council approved a streamlined process for Civic Administration to continue to identify ideas for action and aligned initiatives within the LCRN Framework. This process has now been launched, with two streams available to Civic Administration and LCRN partners:

- LCRN Recovery Funding, for recovery initiatives with an estimated budget of over \$5,000, to be presented to and approved by Council.
- The LCRN Readiness Fund, for recovery initiatives with an estimated budget of under \$5,000, considered small scale community recovery initiatives or supports that both align with the LCRN Framework and are too small to justify a business case delivered through the Council process.

Council endorsed a process to review applications to the LCRN Recovery Funding whereby applicants submit proposals and members of the Community Recovery Working Group work with the applicants to develop business cases which are presented with a cover report requesting Council consideration.

2.2 Ideas for Action Which Have a City Financial Ask and a Supporting Business Case

LCRN Business Case # 1: Estimating the Size of the Gig Labour Market in London and Area

Idea Lead/s: Elgin Middlesex Oxford Workforce Planning and Development Board and the Employment Sector Council

Idea Summary: This proposal suggests a two-step process to help understand the prevalence of gig economy and gig work locally by industry and occupation. The research will provide decisional support to economic developers, planners, job seekers, workers, and employers, when assessing local economic potential and vitality.

Technology Step: The technology step applies web development to the existing Local Jobs Hub website, a local job posting aggregator, administered by the Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB) with the purpose of identifying and tagging the gig job positions listed daily in the London and area. Next, the technology step develops and integrates, on the Local Jobs Hub website, a filter tool allowing visitors to narrow their job postings search to “gig jobs” term. Complementarily, a data visualization dashboard will provide interactive reporting on the gig job vacancies tagged on the site. It is envisioned that the dashboard would provide quarterly, semi-annual, and annual reporting on the demand for gig jobs in London and area.

Research Validation Step: The research-validation step proposes to supplement the results accomplished through the technology step by providing an end-of-the-year report estimating the size of the gig labour market in London and area based on the information captured by the Local Jobs Hub on gig job postings and other available sources of data allowing this estimation.

Idea aligns with the following LCRN Focus Area: Driving Prosperity

Idea aligns with the following LCRN Indicators: Employment, Labour Market Participation, Talent Recruitment and Retention

Financial contribution requested of the City: \$31,975

Commentary from Civic Administration: The proposed idea aligns with the “Labour Market Participation in the London Economic Region” research findings which identified mismatch between skills and available jobs, health, childcare, flexibility in schedules, and discrimination as some of the barriers to participating in the labour market. The gig economy may provide options to address some of those barriers. Additionally, the proposed idea may inform the City’s approach to employment / self-employment supports provided by Ontario Works.

Refer to ‘**Appendix A: LCRN Business Case # 1: Estimating the Size of the Gig Labour Market in London and Area**’ for the business case submission.

LCRN Business Case # 2: London City of Music Expo

Idea Lead: London Chamber of Commerce

Idea Summary: London has the proud distinction of being the first city in Canada with a UNESCO City of Music designation, however, many, if not most, Londoners still do not know what that means or the importance to the economic and cultural well-being of our city. To promote and leverage this designation, the London Chamber of Commerce proposes to host an annual full-day Expo to highlight the designation.

The Expo would consist of exhibitors from all aspects of the music industry (artists, producers, venues, recording studios, etc.) as well as other exhibitors that directly benefit London’s thriving music scene (hotels, bars, restaurants, breweries, etc.).

The event’s focus would be on the local Music Industry, as such the event would feature live performances from local artists on a mainstage at various times throughout the day.

Additionally, the Expo would include break-out workshops/seminars where attendees would have the opportunity to learn more about what it means to be a City of Music. It is expected that all workshops can be provided as in-kind contributions to the Expo or in exchange for an exhibitor booth.

Idea aligns with the following LCRN Focus Area: Driving Prosperity; Fostering Community

Idea aligns with the following LCRN Indicators: Arts, Culture and Tourism; Business Health; Talent Recruitment and Retention; Anti-Racism and Anti-Oppression

Financial contribution requested of the City: \$100,000

Commentary from Civic Administration: This business case aligns with the ‘City of Music Conference and Events’ (led by the London Music Office). The benefit of both business cases is the fact that they will take place on two consecutive days. This will incentivise attendees to spend a night in London and ultimately encourage the support of local businesses and the tourism and hospitality industry. The focus of the Conference proposal is on professional development for those in the industry (regional focus) whereas the focus of the Expo proposal is on the local music industry with attendance also open to the general public. By hosting these two events on consecutive dates at the same venue, the London Chamber of Commerce and the City of London Music Office will be able to share some of the expenses (described in the respective businesses cases) while maximizing exposure and value for attendees. The conference attendees will be encouraged to attend the Expo and therefore may wish to also stay an additional night in London. This will result in further support for local businesses such as hotels, shops, and restaurants. Additionally, local events partners such as audio-visual businesses, print shops and more will be engaged in the marketing, promotion, and execution of these events, further expanding the support into the London community.

Culture Services and Economic Partnerships are part of the City Core Planning Team to implement the UNESCO Action Plan. This Core Planning Team includes: the London Music Office, the Chamber of Commerce, the London Economic Development Corporation, the London Arts Council and Tourism London who is the lead for Conferences.

Refer to ‘**Appendix B: LCRN Business Case # 2: London City of Music Expo**’ for the business case submission.

Appendix C: LCRN Business Case # 3: City of Music Conference and Events

Idea Lead: London Music Office, Tourism London

Idea Summary: Celebrating London’s one-of-a-kind UNESCO City of Music designation, the London Music Office, working in partnership with Tourism London, the London Chamber of Commerce, the Canadian Live Music Association and Music Ontario will bring Ontario communities together in London for a one-day City of Music Conference followed by live music events. The Music Office is working closely with the London Chamber of Commerce on their Music Expo proposal. By hosting the proposed events back-to-back, the London Music Office and the London Chamber of Commerce can extend visitor stays and work together to reduce costs while maximizing impact. One primary venue will be used to host 250+ attendees and 30+ speakers for a full day of The City of Music Conference programming. The goal is to strengthen Ontario’s live music sector through municipal support, knowledge sharing and collaboration. Bringing representatives from various Ontario communities together to discuss strengthening the music ecology will continue to position London as a leader in music development and strengthen opportunities for London-based talent.

Idea aligns with the following LCRN Focus Areas: Investing in People; Driving Prosperity; Fostering Community

Idea aligns with the following LCRN Indicators: Income and Mental Health; Arts, Culture and Tourism; Business Health; Community Belonging; Community Engagement and Social Isolation

Financial contribution requested of the City: \$50,900

Commentary from Civic Administration: As expressed by London City Council on May 3, 2022 – City Staff was asked to explore opportunities to enhance the downtown core with actionable and tangible recommendations that would boost music, entertainment, and culture to aid in the fueling of London through ongoing economic and social recovery. This business case is part of a response to the May 3rd Council Resolution. The proposed program is intended to boost local businesses over summer months and requires a timely response.

This business case aligns with the 'London City of Music Expo' (led by the London Chamber of Commerce). The benefit of both business cases is that they will take place on two consecutive days. This will incentivise attendees to spend a night in London and ultimately encourage the support of local businesses and the tourism and hospitality industry. The focus of the conference proposal is on professional development for those in the industry (regional focus) whereas the focus of the Expo proposal is on the local music industry with attendance also open to the general public. By hosting these two events on consecutive dates at the same venue, the London Chamber of Commerce and the City of London Music Office will be able to share some of the expenses (described in the respective businesses cases) while maximizing exposure and value for attendees. The Conference attendees will be encouraged to attend the Expo and therefore may wish to also stay an additional night in London. This will result in further support for local businesses such as hotels, shops, and restaurants. Additionally, local events partners such as audio-visual businesses, print shops and more will be engaged in the marketing, promotion, and execution of these events, further expanding the support into the London community.

In addition, Culture Services and Economic Partnerships are part of the City Core Planning Team tasked with implementing the UNESCO Action Plan, which has six focus areas, one of them being 'Music Conferences' with the goal of attracting and hosting regional, national, and international music meetings and conferences. This Core Planning Team includes: the London Music Office, the Chamber of Commerce, the London Economic Development Corporation, the London Arts Council and Tourism London who is the lead for Conferences.

Refer to '**Appendix C: LCRN Business Case # 3: City of Music Conference and Events**' for the business case submission.

2.3 Financial Impact/Considerations

Between fall 2020 and spring 2021, Council approved a total of \$10 million to be set aside to support social and economic recovery measures. To date, the total Council approved allocation is \$5.4 million, leaving \$4.6 million still available to be allocated.

The process endorsed in March 2022, for accessing community recovery funding formalized the process that has been followed thus far to receive Council approval of the \$5.4 million allocated to date.

The source of funding for the \$100,000 commitment for the LCRN Readiness Funding is the funding that has been set aside by Council for social and economic recovery within the Economic Development Reserve Fund.

This report serves to present LCRN Recovery Funding Business Cases to access this funding. A total of \$182,875 in funding requests are included with the business cases attached to this report. If these requests were all approved as presented, the remaining balance in the Economic Development Reserve Fund to support social and economic recovery measures would be approximately \$4.4 million.

Conclusion

The City of London is committed to working in partnership with the community to support a strong, deep, and inclusive recovery for all Londoners. The London Community Recovery Network has been an important partner in these collective efforts.

This report was prepared as part of a collective response to Covid-19 recovery as ideas for action that align with the LCRN Focus Areas and associated indicators. If in the event these business cases receive approval, the lead organizations will begin implementation.

The collective efforts of the London Community Recovery Network continue to benefit from the expertise, insight, and enthusiastic collaboration of many business and community partners, Members of the London City Council, and all Service Areas across the City of London.

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Deputy City Manager, Planning and Economic Development

cc. Chris Green, Economic Partnerships
Alan Dunbar, Financial Services and Supports
Members of the London Community Recovery Network
City of London Senior Leadership Team
Community Recovery Working Group

Appendix A: LCRN Business Case # 1: Estimating the Size of the Gig Labour Market in London and Area

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

Estimating the size of the gig labour market in London and area

Idea Lead/s:

Emilian Siman and Bashir Adeyemo - Elgin Middlesex Oxford Workforce Planning and Development Board
Carol Stewart - Employment Sector Council

Idea Alignment with the LCRN:

*** Explain how the alignment with one or more LCRN Framework focus areas and associated indicators will demonstrate how the outcomes and expected results of the proposed funded service/project will advance the focus area/s and associated indicators.*

“Estimating the size of the gig labour market in London and area” aligns with LCRN’s “Driving Prosperity” focus area because it contributes to enhanced understanding of the quality of jobs offered locally, which has further implications on local economic growth. Local employment levels, labour market participation rates, and talent recruitment and retention outcomes are closely associated with the quality of local jobs available. The project proposes to identify and tag the gig job vacancies among those posted on a local job postings aggregator (the Local Jobs Hub). The project will develop various reports to determine the volume of gig job vacancies, by occupation and industry, generated in the local labour market during a specified time frame, e.g., quarterly, semi-annually, or annually.

LCRN Focus Area Alignment: Driving Prosperity

LCRN Indicator Alignment: Employment, Labour Market Participation, Talent Recruitment and Retention

Business Case Deliverables & Impact

*** Provide a description of the initiative and how the community will be impacted by its implantation.*

Idea Summary

Due to their diverse and complex impact on people and communities, gig economy and gig workers are relatively recently publicly debated concepts. They are often associated with the advent of digital platforms, mobile gadgets, and uber-type companies. However, exchanges of labour for money between individuals, or between individuals and organizations, based on project/task completion have existed forever.

Recent technological advancements have facilitated the growth of this work arrangement. Jeon, Liu & Ostrovsky (2019) determined that the share of gig workers among all workers in Canada increased from 5.5% in 2015 up to 8.2% in 2016. This share is expected to be a lot larger now, considering the magnifying effects generated by the social distancing restrictions and successive economic lockdowns and openings promoted by the COVID-19 pandemic. This economic context favours unconventional work arrangements such as remote and gig work.

The gig work arrangement emerges as a global debate not only because of the economic efficiencies generated by this type of work in certain economic sectors (increased productivity and employment), but also because of its instability and consequent exposure to personal financial risk if embraced as the main source of income, as well as the lack of consumer and worker protection attached to it. Due to these negative connotations, gig work is often associated with precarious work done by self-employed, free lancers or agents, day labourers, on-demand online workers, etc. The attributes of the gig work arrangement such as casual, occasional, part-time, project/task completion work, one time, contractual, etc. often leave the gig workers exposed to the lack of social ties and support offered through belonging to a traditional type of work arrangement and organization. Therefore, this work arrangement exposes workers to power negotiation risks, random income, abuse, etc. All these attributes lead to considering and classifying these jobs as lower quality jobs. Understanding the prevalence of this type of work locally by industry and occupation, provides decisional support to economic developers, planners, job seekers, workers, and employers, when assessing local economic potential and vitality.

This proposal suggests a two-step process: a technology step and a research-validation step.

Technology Step:

- The technology step applies web development to the existing Local Jobs Hub website, a local job posting aggregator, administered by the Elgin Middlesex Oxford Workforce Planning and Development Board (EMOWPDB) with the purpose of identifying and tagging the gig job positions listed daily in the London and area. Next, the technology step develops and integrates, on the Local Jobs Hub website, a filter tool allowing visitors to narrow their job postings search to “gig jobs” term. Complementarily, a data visualization dashboard will provide interactive reporting on the gig job vacancies tagged on the site. It is envisioned that the dashboard would provide quarterly, semi-annual, and annual reporting on the demand for gig jobs in London and area.

Research Validation Step:

- The research-validation step proposes to supplement the results accomplished through the technology step by providing an end-of-the-year report estimating the size of the gig labour market in London and area based on the information captured by the Local Jobs Hub on gig job postings and other available sources of data allowing this estimation. The report will be promoted in the community and a feedback survey will be collected to determine the impact of these findings locally

Idea Benefits

The community of London and area will be able to estimate the size of its gig labour market and its contribution to the local economy. The results of the project will allow the economic developers, planners, analysts, local government leaders, and the employment service sector to assess the prevalence of gig work in London and area and consequently design appropriate workforce strategies that lead to local economic growth and prosperity.

This information has positive implications for local economic development and growth. Furthermore, this information will support advocacy efforts that strengthen and promote gig consumer and worker protection.

Idea Timeline:

August 1, 2022 - February 29, 2024.

Milestones:

- August 1, 2022 – Project initiation
- August 1, 2022 - September 30, 2022 – develop the criteria defining gig work and algorithm for tagging of job postings in the Local Jobs Hub.
- October 1, 2022 - December 31, 2022 - web development for automatically tagging gig job postings and data report visualizations (quarterly, semi-annually, and yearly) on local gig labour market.
- January 1, 2023 – December 31, 2023 – monitor the data report visualizations, and adjust any potential errors
- October 1, 2023 – January 31, 2024 – develop the validation Report on Estimating the Gig Labour Market in London and area (literature review, primary and secondary data collection, analysis, and report writing)
- January 31, 2024 - release of a written “Final Report on Estimating the Gig Labour Market in London and area” based on the data revealed by the Local Jobs Hub and other complementary data sources.

- February 29, 2024 – Feedback Survey on the Final Report completed, and measurements reported

Funding Requested: \$31,975

Please see the details in the Business Case Financial Impact section posted below.

Sustainability

The technology component of the project proposal is a one-time investment and initiative leading to the development of a set of three functions: tagging, filtering, and reporting, and packaged as a new tool on the Local Jobs Hub website (aka the “gig jobs” tool.)

The gig jobs tool will be self-sustainable because the tagging, filtering, and reporting functions will be automated.

EMOWPDB maintains the Local Jobs Hub, which will include the “gig jobs” tool updates.

Business Case Financial Impacts

*** Expenses must be incurred after the project has been approved.*

| Budget Impacts (\$000's) | 2022 | 2023 | 2024 | 2022-2024 Total |
|---|--|--|--|-----------------|
| Web Development (automatically tag gig job postings and data reporting on gig labour market) | \$15,000 | \$0 | \$0 | \$15,000 |
| Labour (1 research associate/assistant working on criteria and algorithms for identifying gig job postings - in 2022; and literature review, collecting secondary data, analyzing, and writing the validation report for the estimation of the size of gig labour market in London Economic Region - in 2023 and 2024) | (7 hours/day x 20 days x \$35/hour) \$4,900 | (7 hours/day x 25 days x \$35/hour) \$6,125 | (7 hours/day x 10 days x \$35/hour) \$2,450 | \$13,475 |
| Marketing | \$0 | \$1,500 | \$500 | \$2,000 |
| Telecommunications | \$325 | \$650 | 0 | \$975 |
| Supplies | \$175 | \$350 | 0 | \$525 |
| Management and admin (less than 15% of total cost) | \$3,060 | \$1,294 | \$443 | \$4,797 |
| Total Project Cost | \$23,460 | \$9,919 | \$3,393 | \$36,772 |
| Management and admin (less than 15% of total cost) | \$3,060 | \$1,294 | \$443 | \$4,797 |
| Leveraged Contributions | \$3,060 | \$1,294 | \$443 | \$4,797 |
| Net Request (Requested City Investment) | \$20,400 | \$8,625 | \$2,950 | \$31,975 |

Business Case Metrics

**** List key performance indicators that will be used to measure the performance of this idea.**

Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?

| Metric Description | 2022 | 2023 | 2024 |
|---|-------|-------|------|
| Number of gig job postings in London | TBD** | TBD** | - |
| Percent of gig job postings in London/total job postings in London | TBD** | TBD** | - |
| Number of visits to the gig jobs filtered page | 125 | 250 | - |
| Number of visits to the website integrated reports | 50 | 100 | - |
| Number of downloads of the final report by local leaders, economic developers, planners, and analysts | NA* | 50 | - |
| Percent of those who downloaded and read the final report and found it novel or enlightening | NA* | 75% | - |
| Percent of those who downloaded and read the final report and expect to use these findings in their work in the near future | NA* | 10% | - |

Notes:

***NA – Not Applicable due to project timeline 2022-2023.**

**** TBD – To Be Determined – this has not been done before**

***** The technology step is expected to be finished on December 31, 2022**

What are the risks of not proceeding?

**** Provide a description of potential risks to the community if this idea is not implemented.**

Not having a full understanding of the structure and quality of gig jobs offered locally hinders the ability of local economic and workforce developers and government leaders to address systemic issues such as slow or negative economic growth generated by communities exposed to unreliable, frequent, and often minimal contractual incomes associated with gig jobs provided by uber-type businesses. Not being able to assess the prevalence of gig jobs in the local economy diminishes London's ability to fully and comprehensively develop proper labour market solutions that lead to local economic recovery and growth.

Other Information

Jeon, S.H., Liu, H., & Ostrovsky, Y. (2019, December). Measuring the Gig Economy in Canada Using Administrative Data. Research Paper Series. Catalogue no. 11F0019M - No. 437. Social Analysis and Modeling Division. Economic Analysis Division, Statistics Canada. Retrieved from <https://www150.statcan.gc.ca/n1/en/pub/11f0019m/11f0019m2019025-eng.pdf?st=hXRqEZWW>

Jeon, S.H. & Ostrovsky, Y. (2020, May 20). The impact of Covid-19 on the GIG economy: short- and long-term concerns. Catalogue no. 45280001. Statistics Canada. Retrieved from <https://www150.statcan.gc.ca/n1/en/pub/45-28-0001/2020001/article/00021-eng.pdf?st=iF3uqV0q>

LMIC (2021, September). Making sense of gig work. *LMI Insight Report* no 45. September 2021. Retrieved from <https://lmic-cimt.ca/publications-all/lmi-insight-report-no-45-making-sense-of-gig-work/>

Appendix B: LCRN Community Business Case # 2: London City of Music Expo

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

London City of Music Expo

Idea Lead/s:

London Chamber of Commerce with support from the London Music Office

- In alignment with concurrent business case: City of Music Conference and Events

Idea Alignment with the LCRN:

*** Explain how the alignment with one or more LCRN Framework focus areas and associated indicators will demonstrate how the outcomes and expected results of the proposed funded service/project will advance the focus area/s and associated indicators.*

LCRN Focus Area Alignment:

Driving Prosperity – Leveraging London’s status as a UNESCO City of Music, will bolster London’s economy by driving tourism and increasing business opportunities in the creative industries, and tourism and hospitality industries. It will also help position London as a city with a thriving culture – one which will attract young professionals from all industries and help to drive investment from employers.

Fostering Community – By engaging the London community and fostering a sense of pride about our UNESCO City of Music designation, this event will contribute to London’s culture. Music helps to unite people from all different ethnicities.

LCRN Indicator Alignment:

Arts Culture and Tourism – event directly relates to arts and culture and helps to drive tourism.

Business Health – businesses in all sectors stand to benefit from London’s designation as a City of Music since this has potential to attract young professionals to live and work in London as well as to attract business investment of all types. Other global Music Cities such as Melbourne and Austin, have seen economic growth in the billions of dollars as well as attracting millions of tourists per year. These benefits go beyond the entertainment industry and in places like Nashville, have encouraged job growth in the tens of thousands across all sectors.

Talent Recruitment and Retention - According to a 2018 study by the University of Cambridge, a city’s culture is tied directly to its economic growth. The study found that, as a city develops a unique culture, more people will be willing to invest in the area. While the talent pool is somewhat limited currently, having a strong music culture will encourage young professionals to look to London as an attractive city for business development and fill the gaps created by the pandemic.

Anti-Racism and Anti-Oppression – music helps to bring together people from all races and ethnicities and with the London City of Music Expo, we will endeavor to showcase London’s diversity.

Business Case Deliverables & Impact

*** Provide a description of the initiative and how the community will be impacted by its implantation.*

The event described in this proposal (London City of Music Expo) is designed to dovetail with the City of London Music Office's proposed City of Music Conference and Events business plan. The two business cases are jointly aligned, as the events will take place over two days, back-to-back: the focus of the conference is on professional development for those in the industry (regional focus) whereas the focus of the Expo on the local music industry and attendance will be open to the general public.

By hosting these two events on consecutive dates at the same venue, the London Chamber of Commerce and the City of London Music Office will be able to share some of the expenses (already divided out in the respective businesses cases). By offering free Expo tickets to conference attendees, the intention is to incentivise conference attendees to stay an additional night in London, which will result in supporting local businesses such as hotels, shops and restaurants.

Idea Summary

London has the proud distinction of being the first city in Canada with a UNESCO City of Music designation. And yet most Londoners still do not know what that means or why it is important to the economic and cultural well-being of our city.

To promote and leverage this designation, the London Chamber of Commerce proposes to host an annual full-day (likely mid afternoon until early evening) Expo specifically to highlight this designation. The London Chamber of Commerce is currently looking at a November timeframe which would ideally take place the day before or after a conference that is being planned by the London Music Office.

The Expo would consist of exhibitors from all aspects of the music industry (artists, producers, venues, recording studios, etc.) as well as other exhibitors that directly benefit London's thriving music scene (hotels, bars, restaurants, breweries, etc.).

The event's focus is on the local Music Industry as such the event would feature live performances from local artists on a mainstage at various times throughout the day, and the London Chamber of Commerce would make a point of seeing that these artists are well-compensated. This is a vital part of the proposal given that musicians are frequently underpaid and as a City of Music London should be working to correct this. The funding for this compensation would come from leveraged contributions such as corporate sponsorships and not from the LCRN funding.

Additionally, the Expo will include break-out workshops/seminars where attendees will have the opportunity to learn more about what it means to be a City of Music. Regarding the workshops the London Chamber of Commerce already has interest from the City of London Music Office to host one workshop related to strategies of a City of Music, and interest from Pillar Non-Profit Network to host one related workshop related to the Environmental, Social and Governance (ESG) aspects of London's UNESCO designation. It is expected that all workshops can be provided as in-kind contributions to the Expo or in exchange for an exhibitor booth.

Free general admission tickets will be offered through the London Chamber of Commerce office as well as through exhibitors.

The outcomes of the Expo would include promoting widespread awareness of London's status as a City of Music, supporting our local music industry, and providing education to attendees on how Londoners can leverage this status to help create a more livable city and a stronger economy.

Furthermore, since the Expo will be back-to-back with the conference being planned by the London Music Office, the Chamber will be able to offer free admission tickets to all who attend the conference – thereby incenting them to stay an extra night in London and spend more on food and lodging.

This strategy will also result in some cost savings for both events (savings on staging, AV).

The London Chamber of Commerce is well-positioned to host an event of this size and type and has a proven track record of doing so. The event is to be modelled after Biz Expo (a successful trade show that the chamber hosted for many years). Furthermore, with the Chamber's connections with the business community and the current CEO's experience in the music industry, will help London attract the necessary sponsors, partners, and exhibitors.

Idea Benefits

- Promotes London status as a City of Music, potentially attracting more business and tourism to the area. (Accomplished through the advertising of the event as well as through education at the event itself).
- Supports local artists and other businesses in the London community. (Accomplished by showcasing local artists as exhibitors and performers at the event).
- Supports industries that directly benefit from London's music culture including hotels, restaurants, etc. (Accomplished by showcasing industries at the event as well as through additional business they may gain through those attending the Expo).
- Potential to attract young professionals and investment into the city. (Accomplished through press coverage of the event, potentially positioning London as a place where young professionals will consider working).

Idea Timeline

November (target date for event) – planning for this to be an annual event.

June – Securing the venue and date, securing contracts for staging and AV, and electrical services.

July – Branding of event, creation of landing page (this expense will either be eliminated or greatly reduced in subsequent years since most of the work on this is done in the first year – reducing the cost of the event for future years by \$20K - \$50K).

July – August – Hire performers and secure workshop facilitators.

July – November – Advertising/promotion of event, ticket sales and giveaways.

July – October – Sell exhibitor booths

November – Finalize the floorplan, performance, and workshop schedule.

Funding Requested

\$100,000

Sustainability

The Chamber of Commerce believes that this will be a sustainable annual event. Like many events of this type, the first year will be the most challenging which is why the Chamber is asking for a substantial investment from the LCRN recovery funding. The Chamber will also be seeking the support of sponsorships.

In subsequent years, the Chamber believes that it can support subsequent events through higher levels of sponsorships and by investing a portion of the proceeds from the previous event. It is the Chamber's hope that the City will find value in this endeavour and continue to partner with the Chamber at a lower sponsorship level – possibly through the London Music Office, however this is not a strict requirement for the event to be sustainable.

Business Case Financial Impacts

** Expenses must be incurred after the project has been approved.

| Budget Impacts (\$000's) | 2022 | 2023 | 2024 | 2022-2024 Total |
|---|------------------|------------|------------|------------------|
| Facility rental, piping, and draping | \$30,000 | | | \$30,000 |
| Staging and AV | \$20,000 | | | \$20,000 |
| Electrical services | \$10,000 | | | \$10,000 |
| Landing page/social media | \$20,000 | | | \$20,000 |
| Printing and signage | \$10,000 | | | \$10,000 |
| Admin/Misc. | \$5,000 | | | \$5,000 |
| Salaries | \$15,000 | | | \$15,000 |
| Marketing/Advertising | \$20,000 | | | \$20,000 |
| Payment for Artists | \$20,000 | | | \$20,000 |
| Workshop facilitation | \$1000 | | | \$1000 |
| Total Project Cost | \$151,000 | | | \$151,000 |
| Leveraged Contributions | | | | |
| Will seek corporate sponsors to pay for artist compensation, salaries, and most of marketing/advertising | \$50,000 | | | \$50,000 |
| Will seek in-kind sponsors to support workshops (have already confirmed interest from London Music Office and Pillar Non-Profit Network). | \$1000 | | | \$1000 |
| Sub-Total of Leveraged Contributions | \$51,000 | | | \$51,000 |
| Net Request (Requested City Investment) | \$100,000 | \$0 | \$0 | \$100,000 |

Business Case Metrics

** List key performance indicators that will be used to measure the performance of this idea.

Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?

| Metric Description | Current | 2022 |
|---|---------|---|
| Number of Exhibitors | N/A | goal of 150 |
| Number of Attendees | N/A | goal of 1000 |
| Estimated number of social media impressions | N/A | unknown |
| Feedback from event attendees and exhibitors through a survey | N/A | Survey |
| Number of Artists Hired | N/A | unknown |
| Number of Performances | N/A | 3-6 performances (either individuals or groups) |

What are the risks of not proceeding?

** Provide a description of potential risks to the community if this idea is not implemented.

London has an excellent opportunity to leverage its UNESCO City of Music designation not only to promote London itself, but to attract talent and investment to grow our economy. London must continue to host programs and opportunities like the one outlined if the city wishes to keep our unique designation.

Other Information

** Include linkages to any reference documents, previous reports, relevant Council resolutions, etc.

<https://citiesofmusic.net/>

<https://musiccanada.com/wp-content/uploads/2016/09/Music-Cities-Toolkit.pdf>

<https://musiccanada.com/wp-content/uploads/2015/06/The-Mastering-of-a-Music-City.pdf>

<https://londoncityofmusica.ca>

Appendix C: LCRN Business Case # 3: City of Music Conference and Events

London Community Recovery Network Ideas for Action – Business Case

Idea Title:

City of Music Conference and Events

Idea Lead/s:

London Music Office in Partnership with Tourism London & the London Chamber of Commerce

- In Alignment with Concurrent Business Case: London City of Music Expo

Idea Alignment with the LCRN:

*** Explain how the alignment with one or more LCRN Framework focus areas and associated indicators will demonstrate how the outcomes and expected results of the proposed funded service/project will advance the focus area/s and associated indicators.*

LCRN Focus Area Alignment:

Investing In People – London is a community known for developing incredible creative industry talents with a specialized focus in music. Our post-secondary schools educate more than 1,000 music students annually at Western University, Fanshawe College and Ontario Institute of Audio Recording Technology (OIART). We must continue to bring opportunity to London to create meaningful and gainful employment opportunities while helping to retain the talent we educate each year. Creating programming that allows Londoners to stay in London and actively participate in their chosen professional industry allows for home grown success. Anything that can bring people together should be harnessed to benefit London for the better.

Driving Prosperity – London has stepped onto the world stage and joined the largest cultural network on planet earth as Canada's first, and only, UNESCO City of Music. We must build a city where music and culture thrive – where it is built into London's foundation. In doing so, we will build a community where people and business prosper. Music unites us and drives a robust and diverse economy that produces both social and economic benefits. This project positions London as a leader in creative industries attracting young professionals across all sectors and enhances spending and workforce development within the tourism and hospitality sectors.

Fostering Community – Leaning into London's unique, one-of-a-kind UNESCO City of Music designation builds a sense of community pride and a distinct identity that differentiates London from other places. Developing programming that brings positive attention to London further enhances London's position as a leader in creative industries and unites the community. Creating opportunities to foster innovation and build a sense of community will leave a lasting impact on Londoners.

LCRN Recovery Indicators:

Income and Mental Health - Pre-pandemic, London's music scene was thriving with 963 jobs supporting live music across the 50+ music venues that call London home. Getting live music back to where it once was is a priority. Music venues in London could hold a collective capacity of 32,379, as self reported in the 2019 London Music Census. Music not only means job creation through gainful employment, but it also provides a boost with mental health support and connection to the community.

Arts, Culture and Tourism – The City of Music Conference aims to directly increase tourism activity through business travellers attending the conference. Employment opportunities will be

created within the arts and culture sector through performances and speaking engagements at the conference as well as after hours programming. Arts, culture, and tourism partners such as hospitality businesses (catering, hotels) and production/live event partners (AV companies, venues) will also benefit directly from this conference.

Business Health – The business community at large benefits from a strong and healthy music sector. The UNESCO City of Music branding will be a critical component in future attraction and retention of emerging professionals. These professionals seek an exciting work life balance. While London does not have the draw of the mountains, an ocean or temperate weather, London does have the pull of a vibrant and eclectic community.

Community Belonging & Community Engagement and Social Isolation – Music unites people, breaks down barriers and fosters positive conversation. Music heals and connects a community while making room to showcase a wide cross section of talent that Londoners can be proud of. Music is inherently open and welcoming to all members of society and creates a sense of pride and belonging for community members.

Business Case Deliverables & Impact

*** Provide a description of the initiative and how the community will be impacted by its implantation.*

Idea Summary

To mark the one-year anniversary of London's unique, one-of-a-kind UNESCO City of Music designation, the London Music Office, working in partnership with Tourism London, the London Chamber of Commerce, the Canadian Live Music Association and Music Ontario will bring Ontario communities together in London for a one-day City of Music Conference followed by live music events. Programming will dovetail into the London Chamber of Commerce's City of Music Expo. The two events will work together to drive overnight stays which aim at supporting local businesses, leading to an increase in visitor spending in London. By hosting the City of Music Conference and City of Music Expo back-to-back, London Music Office and the London Chamber of Commerce can extend visitor stays and work together to reduce costs while maximizing impact. Separating the events into two business cases was needed to properly outline the projects. The City of Music Conference is focused on an audience largely from outside of London while the City of Music Expo is focused on London and surrounding areas. The two events play off one another and build heightened interest and awareness together. By hosting these two events on consecutive dates at the same venue, the London Chamber of Commerce and the City of London Music Office will be able to share some of the expenses (already divided out in the respective businesses cases). To ensure cross over between the two events, Expo tickets will be offered to conference attendees, incentivising them to stay another evening in London which in turn aims to increase local spending in our community (meals, activities, etc.).

As a UNESCO Creative City, London must continue to take a role of leadership in the creative industries. Hosting a City of Music Conference would bring Ontario municipal workers, Council members, music industry professionals, creatives, and community builders together for panel discussions, presentations, fireside chats, and interactive problem solving.

The goal is to strengthen Ontario's live music sector through municipal support, knowledge sharing and collaboration. Bringing representatives from various Ontario communities together to discuss how we can all benefit from a stronger music ecology will continue to position London as a leader in music development and strengthen opportunities for London-based talent. While live music will play a significant role, growth opportunities for music in the film, media arts and the sporting sector will also be interwoven into the conference.

One primary venue will be used to house 250+ attendees and 30+ speakers. The City of Music Conference will offer a full day of programming operating from 9am – 4pm. The London Music Office is working with our closest City of Music in Kansas City to arrange for their UNESCO Focal Point to attend the conference and present work underway in the only City of Music in the United States. A one-hour lunch will be offered to delegates while they enjoy live music at the conference. For dinner attendees will be encouraged to explore London's culinary excellence at one of the many great restaurants throughout the downtown core before gathering for an evening of live music starting at 7:30pm that celebrates London's UNESCO City of Music designation. Delegates alongside community members would enjoy a free concert with support through existing Revive Live funding. Revive Live is a partnership between London Music Office, Tourism London,

Downtown London, London Arts Council, London Economic Development Corporation and Old East Village BIA to support the presentation of live music and the return of live music in London. Local venues would be engaged including close City partners like Wolf Hall to ensure costs remain reasonable and on budget. Space will be reserved for the public to also attend, and a pre-determined number of tickets would be set aside for the community to enjoy the free concert offering value back to the community.

Conceptual Programming Overview

- 8:30am Sign In / Registration
- 9:00am Welcoming Remarks + Live Music
- 9:15am What is a City of Music and how does it drive prosperity?
- 10:00am Creating the conditions to thrive and grow
- 11:00am Breakout Session 1
- 12:00pm Lunch Concert
- 1:00pm Festivals and Cities Working Together
- 2:00pm City Building with Music in Mind
- 3:00pm Breakout Session 2
- 4:00pm Closing Remarks + Live Music
- 4:15pm Networking
- 7:30pm Free Concert(s)

Idea Benefits

The City of Music Conference will provide great exposure for London's UNESCO designation marking the one-year anniversary while also serving as an important building block for London to host future UNESCO Creative Network events. Potential conferences to host could include the North American UNESCO Creative Cities, the UNESCO Cities of Music and possibly the full 295 global member cities within the UNESCO Creative City Network. Londoners will play a vital role in panel discussions to help maintain a tight working group for future host events. Working closely with a strong local team will also help keep costs in check. An event of this stature would drive localized spending within the hospitality sector including hotel stays, restaurant visits, transportation bookings, venue, and facility rentals, all while employing skilled workers in creative industries.

Idea Timeline

- June & July || Project costing and quotes
- August & September || Program development
- September || Event announcements
- October & November || multi-tiered announcements including panelists + concerts

Funding Requested

A total one-time request of **\$50,900** would be required to deliver the program. A total project cost of \$84,400 would be reduced with 40% contribution covered through partners offering support, both financially and in-kind.

Sustainability

Strategic partnerships are built into this program to create a sustainable model which leverages existing assets and programming to cover nearly half of all funding requirements. The conference is intended to bolster community pride, drive economic recovery, and support London's unique UNESCO designation. The proposed one-time event would develop a model to host future, larger UNESCO conferences in London and re-emphasize London's leadership in music and city development.

Business Case Financial Impacts

*** Expenses must be incurred after the project has been approved.*

| Budget Impacts (\$000's) | 2022 | 2023 | 2024 | 2022-2024Total |
|--|-----------------|------------|------------|-----------------|
| Venue & Facility Rentals | \$17,500 | \$0 | \$0 | \$17,500 |
| Event Production (staging and AV) | \$12,000 | \$0 | \$0 | \$12,000 |
| Event Webpage (on LondonCityofMusic.ca) | \$2,000 | \$0 | \$0 | \$2,000 |
| Speaker Honorarium's (20 x \$200) | \$4,000 | \$0 | \$0 | \$4,000 |
| Speaker Hotel Rooms (10 x \$200) | \$2,000 | \$0 | \$0 | \$2,000 |
| Hospitality (280 x \$30 meals + \$1,600 general costs like coffee and water) | \$10,000 | \$0 | \$0 | \$10,000 |
| Contract Staff (100 hours x \$40) | \$4,000 | \$0 | \$0 | \$4,000 |
| Brand Creation & Asset Development | \$7,500 | \$0 | \$0 | \$7,500 |
| Marketing | \$7,500 | \$0 | \$0 | \$7,500 |
| Conference Artist (\$1,500 x 3) | \$4,500 | \$0 | \$0 | \$4,500 |
| Concert Artists (various prices) | \$12,000 | \$0 | \$0 | \$12,000 |
| Contingency / Misc. | \$1,400 | \$0 | \$0 | \$1,400 |
| Total Project Cost | \$84,400 | | | \$84,400 |
| Leveraged Contributions | | | | \$33,500 |
| Working with local City partners to lower the Venue & Facility Rental fees for the concert. | \$5,000 | \$0 | \$0 | \$5,000 |
| Website cost would be covered through London Music Office existing budget | \$2,000 | \$0 | \$0 | \$2,000 |
| Canadian Live Music Association would be providing staff support | \$4,000 | \$0 | \$0 | \$4,000 |
| City Comms staff would be engaged to remove cost of branding and asset development | \$7,500 | \$0 | \$0 | \$7,500 |
| Collaborating with partners to provide support with newsletters, e-mails, social media posts and direct contact with potential guests (estimated cost of over \$5,000). Additionally, the Music Officer is speaking at several conferences in September & October, and this would be an opportunity to promote the Conference. | \$5,000 | \$0 | \$0 | \$5,000 |
| Concert Artists would be covered through existing programming offered by Revive Live partnership | \$10,000 | \$0 | \$0 | \$10,000 |
| Sub-total of Leveraged Contributions | \$33,500 | \$0 | \$0 | \$33,500 |
| Net Request (Requested City Investment) | \$50,900 | \$0 | \$0 | \$50,900 |

Business Case Metrics

*** List key performance indicators that will be used to measure the performance of this idea.*

Consider: How will this idea impact the service? How much did we do? How well did we do it? Is anybody better off?

| Metric Description | Current | 2022 |
|--|---------|---------|
| Number of speakers | 0 | 30 |
| Number of attendees | 0 | 250 |
| Event Coverage (social + traditional media coverage) | 0 | Unknown |
| Employment Numbers | 0 | Unknown |
| Hotel Stays Generated | 0 | Unknown |
| Artists Hired | 0 | 8 - 10 |

What are the risks of not proceeding?

*** Provide a description of potential risks to the community if this idea is not implemented.*

London is in a great position to work with local, provincial, and national partners to host a City of Music Conference that unites and builds a strong music sector across Ontario. This is a rare moment for London to step forward with multiple levels of support. London must continue to present opportunities to grow the creative sector through sustainable development and work collaboratively with other cities to drive change. If we let opportunities like this slip away, they will go to other communities, and it will have a negative impact on our designation. London must also continue to find ways to maintain good standing with our UNESCO designation. These opportunities help maintain our UNESCO City of Music designation and position London as a leader. Not proceeding with this event is a missed opportunity to support the community.

Other Information

*** Include linkages to any reference documents, previous reports, relevant Council resolutions, etc.*

<https://globalnews.ca/news/8358782/london-unesco-city-of-music-canada/>

www.londoncityofmusic.ca

www.londonmusicoffice.com

www.citiesofmusic.net